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MEMORANDUM FOR: Executive Secretary, CIA Career Service Board  
SUBJECT : Qualities Bearing on Suitability for Career Service  
in CIA  
REFERENCE : Your memorandum, subject as above, dated 22 June 1953

1. Since your memorandum did not request recommendations as to other methods which might be used by the Professional Selection Panel to isolate the qualities bearing on suitability for career service, the comments presented herein are necessarily based upon the same approach as was used by the Panel (i.e., pooled subjective opinion as to required behavior and personality).

2. It was found quite difficult to prepare comments on the "Qualities" presented in Working List #2. These qualities are not defined therein, and during the review of these qualities it was found that frequently there could be different understandings of the nature of a single quality despite the presence of the questions which serve as examples. In addition, it was also found that a number of the questions apparently would fit equally well under two or more of the headings. For these reasons, the review was directed toward the questions in Working List #2 rather than toward the headings under which they appear. It is recommended that the Professional Selection Panel adopt the concept that each question represents a separate quality, and avoid the use of the group headings which are less specific and more subject to interpretations...  
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3. It is believed that a more practical approach to the presentation of these somewhat intangible qualities would be the statement of undesirable rather than desirable traits. In determining suitability it is more direct and more meaningful to state undesirable behavior or

personality traits than it is to review all information about an individual in order to infer the presence of all desirable qualities. The Panel reviews only cases in which the person is believed to have qualities which are incompatible with career service standards. The essential purpose of professional selection as accomplished by the Panel is to locate and screen out those who possess undesirable qualities rather than to verify that all personnel have the proper profile of characteristics. It is therefore recommended that the Panel take the more direct approach of isolating and describing evidences of behavior and personality traits which would indicate non-suitability for career service.

b. In accordance with the concepts recommended in paragraphs 2 and 3 above, there is attached hereto a preliminary listing of evidences of characteristics in which the Personnel Career Service would be interested when determining an individual's suitability for career service. In preparing this list it was not possible to follow your suggestion that these items be grouped according to their relative significance. Nearly every one of these factors represents a range, and the extreme of the range for any single factor might be proof of non-suitability. In this respect, therefore, they are relatively equally significant. This listing also cannot be considered as the final result of long and intensive analysis as would be the case if this Office were directed to use the Panel's method of isolating such qualities and to apply them formally in a prescribed professional selection process.

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Chairman,  
Personnel Career Service Board

Attachment